

DEPARTMENT OF BENEFIT PAYMENTS  
4 P Street, Sacramento, CA 95814  
(916) 322-5330



January 23, 1976

ALL-COUNTY LETTER NO. 76-16

TO: COUNTY CORRECTIVE ACTION COMMITTEE CHAIRPERSONS

SUBJECT: COMPOSITE COUNTY CORRECTIVE ACTION REPORT

REFERENCE:

County Quarterly Quality Control - Corrective Action Reports for the period April to June 1975 have been reviewed and show substantial progress in error reduction activities throughout the state. Several of the reported corrective actions were included in the Department's January-June 1975 QC-CA plan reported to DHEW. As indicated in All-County Letter No. 75-113, we would like to share with you a report of some of the corrective action activities in progress or planned in various counties throughout the state.

The report is divided into two sections. Section I contains general corrective action trends and approaches throughout the state. Section II consists of innovative or unique County Corrective Action projects that may be useful in planning corrective actions in your county. They are presented in a form that identifies the county, the corrective action, the error elements impacted, a short description of the project and the name of the county representative that may be contacted for further information.

Sincerely,

Robert A. Barton, Chief  
AFDC Program Operations Bureau

cc: CWDA

# OBSOLETE

Superseded by

ACL #77-15

Issued

3/2/77

AID TO FAMILIES WITH DEPENDENT CHILDREN

COMPOSITE COUNTY

CORRECTIVE ACTION REPORT

April - June 1975

State of California  
Department of Benefit Payments

January, 1976

## Section 1

### Corrective Action Trends

Corrective actions reported for the April-June period range from monumental undertakings such as a departmental reorganization that has just been accomplished in one county to the issuance of procedural guidelines in another. This does not imply that one approach is better than the other, but rather that corrective actions may be accomplished in a myriad of forms suited to the individual needs of each county.

One common approach to corrective action among counties includes workload or caseload management training. This training in progress in several counties is predicated on the fact that it may be difficult for an eligibility worker to organize his/her time in the face of the multitude of daily tasks required. Workload management is aimed at time scheduling, work and desk organization, use of controls and reminders, and the institution of the best concepts for basic work production. Another widespread corrective action is supervisor training in error detection, case review and/or supervisory control. Activities of this nature recognize the importance of first-line supervision in detecting errors early in the eligibility and grant determination process.

Another trend in corrective action activity is evaluative in nature and involves examination and appraisal of the administrative tools in use in the county. Some of these activities include evaluation of the effectiveness of EDP generated caselists and management reports as they relate to the prevention of QC errors.

Many counties are involved in projects of error detection and prevention. Activities of this type include the establishment of Quality Assurance units, eligibility supervisor training in case reviews, error workshops, specific error area training, desk audits and other error prevention projects.

In planning corrective actions, most counties have recognized the importance of controlling errors in specific high error-concentration categories. Two of these categories in most counties are income and compliance with Talmadge regulations (WIN Program).

Activities planned to impact on income cases include efforts to identify and segregate income cases to facilitate treatment, WR 7 checklists and special WR 7 reviews, development of mileage charts for distances within the county, special earned income training, budgeting handbooks, and providing recipients with work information packets that spell out recipients' rights and responsibilities regarding the reporting of income and employment status.

To impact on Talmadge-related errors, several counties are providing staff with Talmadge regulations and requirements training. Others have developed concise packets of regulations, procedures, and required documentation and verification for Talmadge compliance. Several counties, recognizing the importance of close cooperation with EDD, have arranged interdepartmental meetings between CWD and EDD staff to develop formal and informal cooperative agreements delineating respective responsibilities.

This description of general approaches to corrective action, while by no means inclusive, is indicative of trends throughout the state. It is meant to provide some insight on how counties are approaching the corrective action process.

## SECTION II

Alameda County Welfare Department  
County: 401 Broadway  
Oakland, CA 94607

Corrective Action: Quality Assurance Program

Error Element(s) Impacted: All error areas

Description:

The quality assurance program is aimed at eliminating errors before grant payments are made. The program is geared to review up to 1800 cases monthly, including all intake cases. Features include immediate feedback to eligibility workers and supervisors, identification of error concentrations indicating policy or procedural problems and flexibility to focus staff resources in areas where error concentrations are noted.

Contact Person: Marvin Clark  
Management Analyst  
(415) 874-5761

Alameda County Welfare Department  
County: 401 Broadway  
Oakland, CA 94607

Corrective Action: Manual of Verification and Documentation

Error Element(s) Impacted: All program areas where errors occur due to  
inadequate verification and/or documentation

Description:

The manual was designed to include specific requirements for verification of eligibility factors and minimum requirements for documentation of essential information upon which eligibility is based.

Contact Person: Marvin Clark  
Management Analyst  
(415) 874-5761

County: Alameda County Welfare Department  
401 Broadway  
Oakland, CA 94607

Corrective Action: Corrective Action Panel Newsletter

Error Element(s) Impacted: Impacted: All areas

Description:

The Newsletter is used to communicate resolutions of problem areas to line staff. It serves as an intermediate link between administrative policy interpretation and decisions, and release of "Handbooks" or procedural memoranda that provide expanded description of eligibility and procedural requirements.

Contact Person: Marvin Clark  
Management Analyst  
(415) 874-5761

Contra Costa Social Services Department

County: 2401 Stanwell Drive  
Concord, CA 94520

Corrective Action: Error Defect Prevention

Error Element(s) Impacted: All error areas

Description:

This project establishes a special case review unit which reviews a sample of all active AFDC cases each month, notes errors, and makes recommendations to the responsible workers and department management for correction of errors. To date, the unit has been very effective in preventing errors; several internal procedural and systems problems have been identified and resolved.

Contact Person: Marilyn C. Bartlett  
Acting Quality Control Coordinator  
(415) 372-4640



Fresno County Department of Public Welfare  
County: P.O. Box 1912  
Fresno, CA 93718

Corrective Action: Number of Paydays Mailer

Error Element(s) Impacted: Earned Income

Description:

Letter or WR-7 Stuffer is sent in months with extra payday reminding earned income recipients of extra payday that month and of responsibility to report extra payday

Contact Person: Duane Redemer  
Case Review Supervisor  
(209) 255-9711 ext. 201

Fresno County Department of Public Welfare  
County: P.O. Box 1912  
Fresno, CA 93718

Corrective Action: Evaluate use of Reminder Lists

Error Element(s) Impacted: Errors caused by failure to do timely review.  
or follow-up

Description:

190 cases will be selected for review 30 days after they appeared with a tickler or reminder, eg. child turns 6, 16 or 18 years old, incapacity exemption expires, special diet allowance expires, etc.... Neglected actions will be known at time study is completed. Action can then be focused on problem areas.

Contact Person: Duane Redemer  
Case Review Supervisor  
(209) 255-9711 ext. 201

Humboldt County Department of Public Welfare  
County: 211 Fifth Street  
Eureka, CA 95501

Corrective Action: Recipient Work Information Packet

Error Element(s) Impacted: Earned Income Errors

Description:

The packet will contain information sheets which explain in detail each of the following subjects: work deductions (transportation, union dues, child care, special clothing, etc.) the 30 + 1/3 allowance, how to claim correct number of exemptions, how to report earning correctly, the meaning and consequences of fraud, how the earnings clearance system works, State and Federal Quality Control, etc. The packet will be: 1) mailed to all employed persons currently receiving aid; 2) given to employed applicants during intake process; 3) given to recipients when they become employed.

Contact Person: Maurice McMorries  
Assistant County Welfare Director  
(707) 455-7373

Los Angeles County Department of  
County: Public Social Services  
P.O. Box 368  
El Monte, CA 91734

Corrective Action:  
Study to Improve the Eligibility Worker Function

Error Element(s) Impacted:  
All areas

Description:  
Federal demonstration project funds were obtained to hire a private consulting firm to complete a thorough study of the eligibility worker's function. All aspects of the job are being studied, including tasks analysis, routines, office layout, filing systems, desk arrangements, and clerical support. The study will provide recommendations for change and improvement to the total eligibility worker function.

Contact Person: Martin E. Woods  
Chief, Management Information and  
Evaluation Division  
(213) 572-5505

Los Angeles County Department of  
County: Public Social Services  
P.O. Box 368  
El Monte, CA 91734

Corrective Action:  
Forms Revision and Consolidation

Error Element(s) Impacted:  
Efficiency and economy of program operations

Description:  
Review of all extant forms to accomplish the following: 1) consolidation of forms to reduce confusion and achieve handling economies; 2) identification and elimination of duplicate and/or obsolete forms; 3) the redesign of necessary yet awkward forms.

Contact Person: Martin E. Woods  
Chief, Management Information  
and Evaluation Division  
(213) 572-5505

Orange County Department of Social Services  
County: P.O. Box 1957  
Santa Ana, CA 92702

Corrective Action: Age Card Notification System

Error Element(s) Impacted: WIN Program and School Attendance Errors

Description:

Prior to the time of eligibility and grant determinations of cases affected by the age status of an aided child, a computer age card is issued. Cards are also issued monthly for children turning 6, 16 and 21 years old and in September and February for all children 16 through 20 years of age. Upon issuance of the card, a letter to verify school attendance or work registration is sent to the AFDC payee (aid for 21 year olds is terminated).

Contact Person: Edward Derdzinski  
Deputy Director, Financial Assistance  
(714) 834-6623

San Bernadino County Welfare Department  
County: 670 East Gilbert Street  
San Bernardino, CA 92404

Corrective Action: EW Chart Set for WIN

Error Element(s) Impacted: WIN Program Errors

Description:

The chart set includes an Exemption Guide, Incapacity Guide, CA 331-CWD Communications Guide to EDD and Updating the 05 Exemption from EDD focusing on the EW's responsibility in this area.

Contact Person: Carol Birckhead  
Staff Development  
(714) 383-2423

San Diego County Department of Public Welfare  
County: 7949 Mission Center Court Road, W407  
San Diego, CA 92108

Corrective Action: Improved Cooperation CWD and EDD

Error Element(s) Impacted: WIN Program Errors

**Description:**

Meetings were held with local EDD officials to discuss problem areas and apparent misunderstandings were discussed. Mutual responsibilities regarding referral and registration were reaffirmed. New/revised agreements were made which are expected to help streamline the registration process and eliminate delays which were leading to errors.

Contact Person: Raymond K. Koenig, Chief  
Program Monitoring



San Joaquin County Department of  
County: Public Assistance  
133 East Weber Ave., Drawer F  
Stockton, CA 95201

Corrective Action:  
Supervisory Review System

Error Element(s) Impacted:  
All areas

Description:  
Eligibility supervisors conduct desk reviews of three cases per month for each worker, following up to correct errors on an individual case basis. The County's quality control unit follows this action by performing case reviews on a selected sample of cases reviewed by supervisors. The review system is designed to enhance the department's regular quality control activities by providing an additional basis for corrective action planning by the department's Corrective Action Panel.

Contact Person: Rowena Benion  
Quality Control Unit Chief  
(209) 466-5231

Santa Clara County Department of Social Services  
County: 55 West Younger Avenue  
San Jose, CA 95110

Corrective Action: Caseload Management Training

Error Element(s) Impacted: Agency Caused Errors

Description:

A committee of workers and supervisors will explore five areas of need: (1) time scheduling, (2) filing systems, (3) desk organization, (4) tools, and (5) case folder organization. Final recommendations will include proposals for an agency wide caseload management system.

Contact Person: Margaret G. Harrison  
Quality Control Division Chief  
(415) 299-2468

County: Santa Clara County Department of Social Services  
55 West Younger Avenue  
San Jose, CA 95110

Corrective Action: Caseload Management Training

Error Element(s) Impacted: Agency Caused Errors

Description:

A committee of workers and supervisors will explore five areas of need: (1) time scheduling, (2) filing systems, (3) desk organization, (4) tools, and (5) case folder organization. Final recommendations will include proposals for an agency wide caseload management system.

Contact Person: Margaret G. Harrison  
Quality Control Division Chief  
(415) 299-2468

Solano County Public Welfare Department  
321 Tuolumne Street  
County: Vallejo, CA 94590

Corrective Action: AFDC Budget Handbook

Error Element(s) Impacted: Budgeting errors that are a result of lack of knowledge or misinterpretation of agency policy

Description:

The handbook describes in detail the proper methods of computing AFDC grants. Items covered in the handbook are:

1. Concurrent and Prior Planning
2. Income Reports (WR-7)
3. Treatment of Income
4. Composition of the FBU
5. Supplemental Payments
6. Verification of Income
7. Special Needs
8. Notices to Applicants/Recipients
9. Regulations references for other budgeting situations

This particular handbook is routinely updated as need requires.

Contact Person: Albert Albeyta  
Social Services Planning Supervisor  
(707) 553-5311

Ventura County Department of Social Welfare  
County: 316 Loma Vista Road  
Ventura, CA 93003

Corrective Action: Distribution of IRS Employer Tax Guide to EW's

Error Element(s) Impacted: Earned Income errors

Description:

The booklet, which may be obtained free from IRS, contains tables showing the amount of federal tax to be withheld for each number of exemptions claimed.

Contact Person: Gordon Hodgson  
Chief, Program Development Division  
(805) 648-6171 ext. 3505